

Benchmarking, Brokering, and Branding

Resources for Success Across Sectors

2016 Emerging Leaders Program Team Project Presentations

Wednesday, June 22, 2016

8:00 – 10:30 am

Snowden Auditorium, Wheatley Hall
University of Massachusetts Boston

CENTER FOR COLLABORATIVE LEADERSHIP



Changing the Face of Leadership

2016 Project Sponsors

Massachusetts Business Roundtable &
Retailers Association of Massachusetts

Boston Municipal Research Bureau

Center for Social Policy

The Boston Athletic Association

Tech Networks of Boston

Italian Home for Children

Generation Citizen

Emerging Leaders Program Class of 2016



Presenter	Employer	Project Sponsor	Project
Liz Higgins	Blue Cross Blue Shield of Massachusetts	Mass Business Roundtable & Retailers Association of Massachusetts	Benchmarking Costs & Challenges for Businesses Seeking to Hire Talented Workers in Massachusetts
Maryanne Basler	Blue Cross Blue Shield of Massachusetts	Boston Municipal Research Bureau	Proposing a Professional Compensation System for Public School Teachers
Kristen Koch	Brigham & Women's Hospital	Center for Social Policy	Addressing Poverty Through Employment
Nicholas Lombardi	Greater Media Boston	Boston Athletic Association	Funding Diversification for Scale-Up
Leah Leahy	TD Garden/Boston Bruins	Tech Networks of Boston	Meeting the Technology Needs of the Non-Profit Sector
Stephanie Maneikis	The Boston Red Sox	Italian Home for Children	Developing a Platform for Positive Organizational Story-Telling
Halley Smith	MassBio	Generation Citizen	Expanding Civic Education

For each project, you will learn about:

- ▶ *The project sponsor*
- ▶ *The goals and scope*
- ▶ *The activities and methods*
- ▶ *The findings and recommendations*

In the closing segment we will address:

*What insights about
Collaborative Leadership
have you gained from
these experiences?*

Benchmarking Costs & Other Challenges for Businesses Seeking to Hire Talented Workers in Massachusetts

Project Sponsor: Mass Business Roundtable & Retailers Association of Massachusetts

Project Presenter: Liz Higgins, Blue Cross and Blue Shield of Massachusetts



Project Team Members

Alison Doherty	State Street Bank
Liz Higgins	Blue Cross and Blue Shield of Massachusetts
Brooke Hynes	Tufts Medical Center
Shannon Mahoney	Blue Hills Bank
Andrew Veroneau	Rand Whitney Container
Helen Ye	HSBC

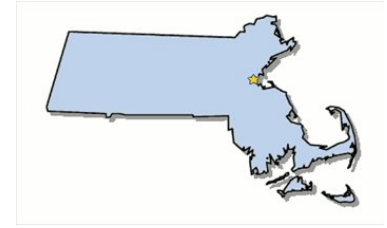
Project Goal



Benchmarking Costs & Other Challenges for Businesses Seeking to Hire Talented Workers in Massachusetts

- Identify key competitor states
- Identify costs to include in state comparisons
- Conduct research
- Benchmark MA's competitiveness
- Deliverables to highlight costs of hiring workers in MA
 - Areas where MA is an outlier and where a leader
- Develop data dashboards and infographics
- Develop recommendations for policy interventions that could improve business climate

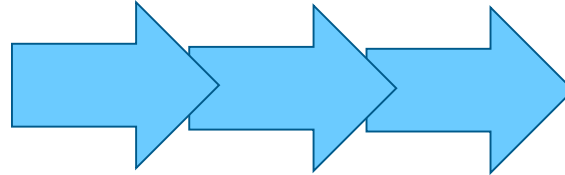
Methodology



- Sought feedback from sponsors on most important objective they were looking to achieve
- Presented different options to sponsors to determine appropriate scope and deliverables
- Broke up work into sections & took assignments
 - General Research
 - Online
 - Interviews
 - Data Analysis & Trend
 - Creation of collateral
 - Editing
 - Presenting
- Accountability & responsibility from all team members
- Communication was key to success

Project Outcome & Recap

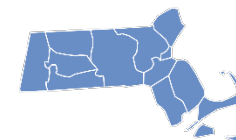
Findings






































































































Results

- ▶ It is expensive to do business in Massachusetts
- ▶ Massachusetts sits in the top expense tier in many key areas
- ▶ The business climate is always changing: Each year there are new challenges for business owners
- ▶ Developed collateral for MBR & MRA to bring to different types of forums
- ▶ Developed content for MBR & MRA to use on social media outlets
- ▶ Created easy-to-use templates for MBR & MRA to apply to different topics in the future

Comparison



	Massachusetts	California	Connecticut	Minnesota	New York	North Carolina	Oregon	Pennsylvania	Texas	Virginia	Washington
Minimum Wage	 \$10/hour (Planned increase to \$11/hour on 1-1-17)	 \$10/hour (Pledge to be \$15 by 2022)	 \$9.5/hour (will increase to \$10.10 in 2017)	 \$7.25/hour	 \$9/hour (NYC pledged to be \$15 by 2022)	 \$7.25/hour	 \$9.25/hour	 \$7.25/hour	 \$7.25/hour	 \$7.25/hour	 \$9.47/hour
Teen Wages	 Must be paid at least minimum wage	 No teen wage program	 May pay minors 85% of min wage for the first 200 hours	 Under the age of 20 can be paid \$4.25 for 1st 90 days	 Companies may get tax credit when paying teens minimum wage. Training wage \$4.25/hour for first 90 days. Student rate: \$7.65	 Must be paid minimum wage	 Almost all workers must be paid the minimum wage	 Must be paid at least minimum wage	 There is no specific teen wage program in Texas	 Training wage of \$4.25/hour for first 90 days. Virginia Student Minimum Wage: \$6.16/hour	 Minors under 16 may be paid 85% (\$8.05) of the state minimum wage.
Sunday Premium Pay	 Yes, retailer with 7+ employees Sunday Premium Pay. Cannot require employees to work on Sunday.	 No	 No	 No	 No	 No	 No	 No	 No	 No	 No
Unemployment Insurance tax rate	 1.29%	 0.80%	 0.91%	 0.73%	 0.70%	 0.85%	 1.29%	 1.20%	 0.52%	 0.48%	 0.96%
Unemployment Insurance tax per employee	 \$652	 \$357	 \$577	 \$456	 \$430	 \$349	 \$652	 \$540	 \$232	 \$209	 \$711
Healthcare: Average Annual Cost Paid by Employers for Family Health Premiums (2014)	 \$12,868	 \$12,489	 \$14,096	 \$12,191	 \$13,237	 \$11,563	 \$11,775	 \$12,730	 \$11,623	 \$11,312	 \$12,940
Workers Comp Premium Index rate	 1.17, 48th in the country	 3.45, 1st in the country	 2.87, 2nd in the country	 1.99, 20th in the country	 2.75, 4th in the country	 1.85, 27th in the country	 1.37, 43rd in the country	 2.00, 17th in the country	 1.37, 43rd in the country	 1.17, 48th in the country	 2.00, 17th in the country
Paid Family Leave	 Follows FMLA, in addition employers of 6+ employees must offer 8 weeks (paid or unpaid) for birth or adoption of a child	 First state requiring Paid Family Leave. Extends unemployment disability compensation to care family member or new child.	 Conn state law provides up to 16 weeks unpaid leave in 2 years (employers with 75+)	 Companies with 21+ employees 6 weeks for a newborn/newly adopted. Those with 2+ employees 16 hours of unpaid leave for children's school activities.	 Will have the longest, most comprehensive family leave in the nation. 12 paid weeks	 Follows FMLA, but also allows time off for domestic violence and to attend children's school activities.	 12 weeks unpaid family leave required of employers with 25+. Also 14 days unpaid leave per military deployment.	 Nothing beyond FMLA	 Only FMLA	 Nothing beyond FMLA	 Paid family leave for adopting or having a child. Signed in 2007, not yet in effect due to lack of funding mechanism
Paid Sick Days	 Statewide paid sick leave law	 All Calif employers of all sizes must provide paid sick time.	 Conn Paid Sick Leave Act: service employees accrue 1 hr sick leave for every 40 hrs worked (employers with 50+)	 No sick leave law	 New York City requires employers with 5+ employees to paid sick leave. <5 employees get unpaid sick leave.	 No law	 State law must provide sick leave. Should be paid if employ 10+	 Philadelphia requires most employers to provide paid sick leave	 No sick leave law	 No sick leave law	 Seattle and Tacoma have rules requiring paid sick leave

Proposing a Professional Compensation System for Public School Teachers

Project Sponsor: Boston Municipal Research Bureau

Project Presenter: Maryanne Basler, Blue Cross Blue Shield of Massachusetts



Project Team Members

Maryanne Basler	Blue Cross Blue Shield of Massachusetts
Steve Bickerton	City of Boston
Erin Duggan	Massachusetts Eye & Ear
Sherine Ford	Harvard Pilgrim Health Care
Peter Milczarek	Santander

BMRB's Mission

“The Research Bureau is an independent, member-supported, non-partisan research organization, established in 1932 to provide objective and impartial research and policy analysis in order to promote more efficient, effective and responsible government for the City of Boston. The Research Bureau is concerned with significant issues of public policy and management affecting the City of Boston.”



Project Goal - Develop recommendations for a performance based compensation system for teachers in the Boston Public School System (BPS)

- Allocate significant resources to benefit students
- Reward effective, high-performing teachers in Boston and provide incentives to improve teaching skills throughout career
- Highlight potential positive impact to budgets

Project Collaboration & Methodologies

- Overview from Research Bureau's perspective of current state of BPS
- Reviewed research publications (newsletters, reports, etc.)
- Meetings with key stakeholders
- Self-conducted research



School Districts Researched



Results of new compensation model implementations:

- All teachers received an average of \$3K for start of new system
 - 92% of teachers received a larger increase under new system
 - Starting salary raised by 10% and maximum salary increased by 6%
-
- Teacher reaction is varied and not everyone is pleased
 - Very little hard evidence to show that Baltimore has improved academics with this revamped pay structure
 - No completed studies on whether the best teachers were retained
 - Not many lead teachers are selected to hold these jobs primarily because principals have to budget for them and give them 3/4th release time



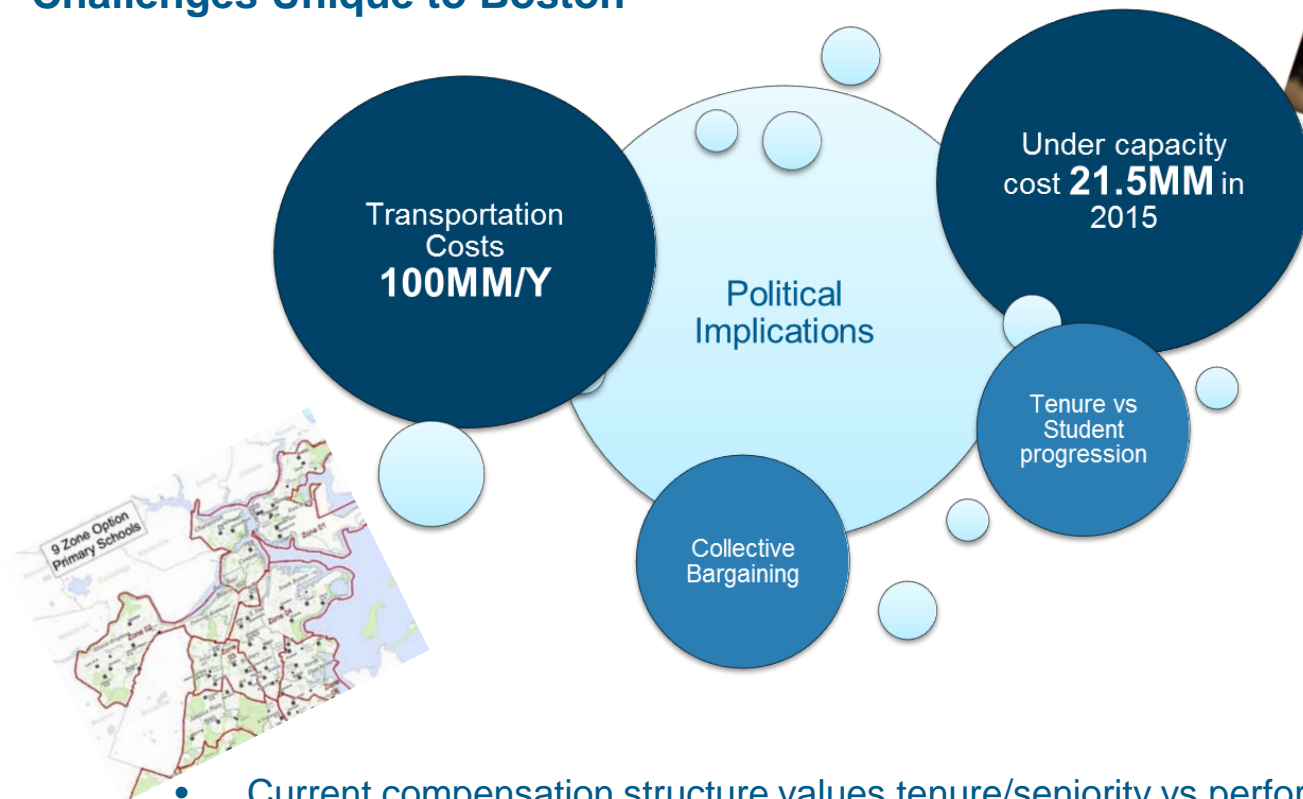
10 districts reviewed for success measures:

- Compensation based on roles, responsibilities and effectiveness
- Align starting salaries with market
- Use compensation to attract teachers to hard-to-fill positions/schools
- Accelerate the timeline for teachers to earn maximum salary
- Offer teachers an opportunity to opt-into new system



Key Findings

Challenges Unique to Boston



- Current compensation structure values tenure/seniority vs performance/students
- Collective bargaining prolongs implementation of alternative compensation models
 - Contentious contract negotiations
- Capacity vs. Demand
 - Need to “right size” the district
 - Staffing of empty seats cost \$21.5MM in 2015



Recommendations



The Project

- Mutually agreeable system – collaborative process
 - Integrate teachers, union officials and parents into build of new system
- Utilize best-in-class performance models from other industries to develop prototype for BPS
- Reallocate budget dollars
 - Transportation
 - Under-utilized schools
- Grandfathering clauses / Opt-in solutions
- Proactive implementation of compensation system at underperforming schools



Addressing Poverty Through Employment

Project Sponsor: The Center for Social Policy at UMass Boston

Project Presenter: Kristen Koch, Brigham and Women's Hospital



Project Team Members

Julie Battisti

Julie Gehring

Kristen Koch

Heather Lacey

Zakiya Ming

Andy Ravens

Tchad Rogers

Bay Cove Human Services

Mother Caroline Academy

Brigham and Women's Hospital

Legal Sea Foods

Massport

Eastern Bank

New Node

Project Goal

Our goal was to explore the possibility of creating an academic program that would educate **managing professionals** with regard to recruiting, retaining and developing individuals who are/have experienced poverty.



Project Journey – Methodology

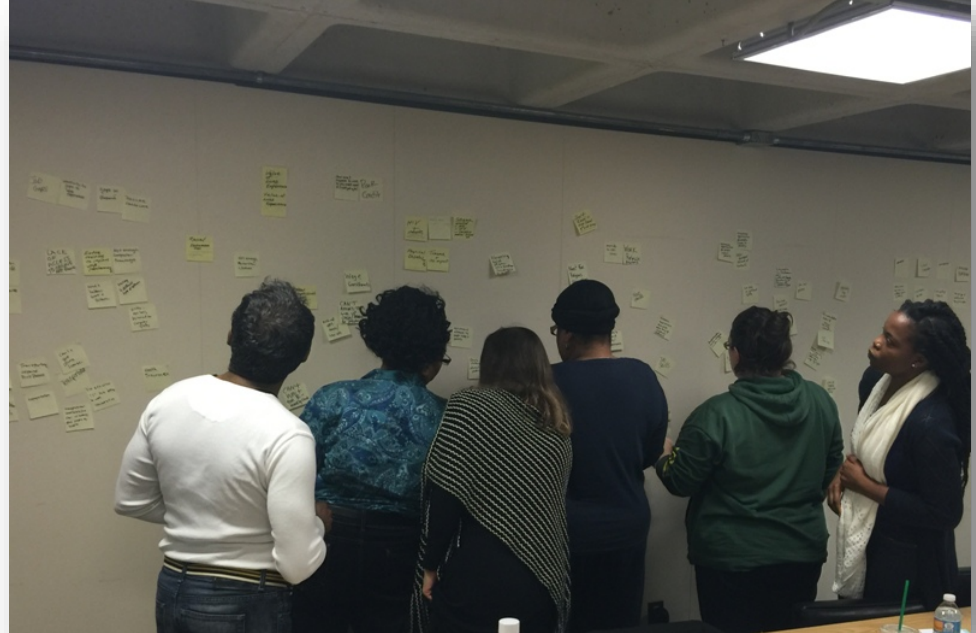
- ▶ Our team focused on:
 - ▶ Researching existing, similar poverty centric programs at other US universities and local community based organizations (CBO's) who offer similar training curriculum.
 - ▶ Conducted in person interviews and facilitated group discussions to identify the socio-economic barriers to employment when living in poverty.

Project Deliverables

- ▶ A reference tool highlighting existing seminar series as sponsored by Universities across the US and local community based organizations. Tool includes potential curriculum and funding sources.
- ▶ Raw data compiled from interviews and KJ Exercise with individuals who are/have experienced poverty.
- ▶ A detailed PowerPoint deck that incorporates all of our research, findings and final recommendation.

KJ Exercise – Outcomes

- ▶ Stereotyping & Bias
- ▶ Culture & Racial Bias
- ▶ Skill Building
- ▶ Work Schedule Challenges
- ▶ Life Barriers
- ▶ Value of Lived Experience and Access to Opportunity



Team Recommendation

Offer a free seminar series as a pilot program that addresses the socio-economic barriers around employment with eye toward creation of a privately paid executive training program that targets managing professionals within the retail, hospitality and medical care industries.

Funding Diversification for Scale-Up

Project Sponsor: The Boston Athletic Association

Project Presenter: Nicholas Lombardi, Greater Media Boston



Project Team Members

Nicholas Lombardi	Greater Media Boston
Katelyn Mazuera	Eversource Energy
Antonio Martinez	Santander
Denison Penney	Tufts Medical Center
Amanda Potter	Mass General Hospital
Chris Renfro	State Street Corporation



Funding Diversification for Scale-Up

BOSTON ATHLETIC ASSOCIATION

Project Sponsor & Objective



Sponsor: Boston Athletic Association (B.A.A.)

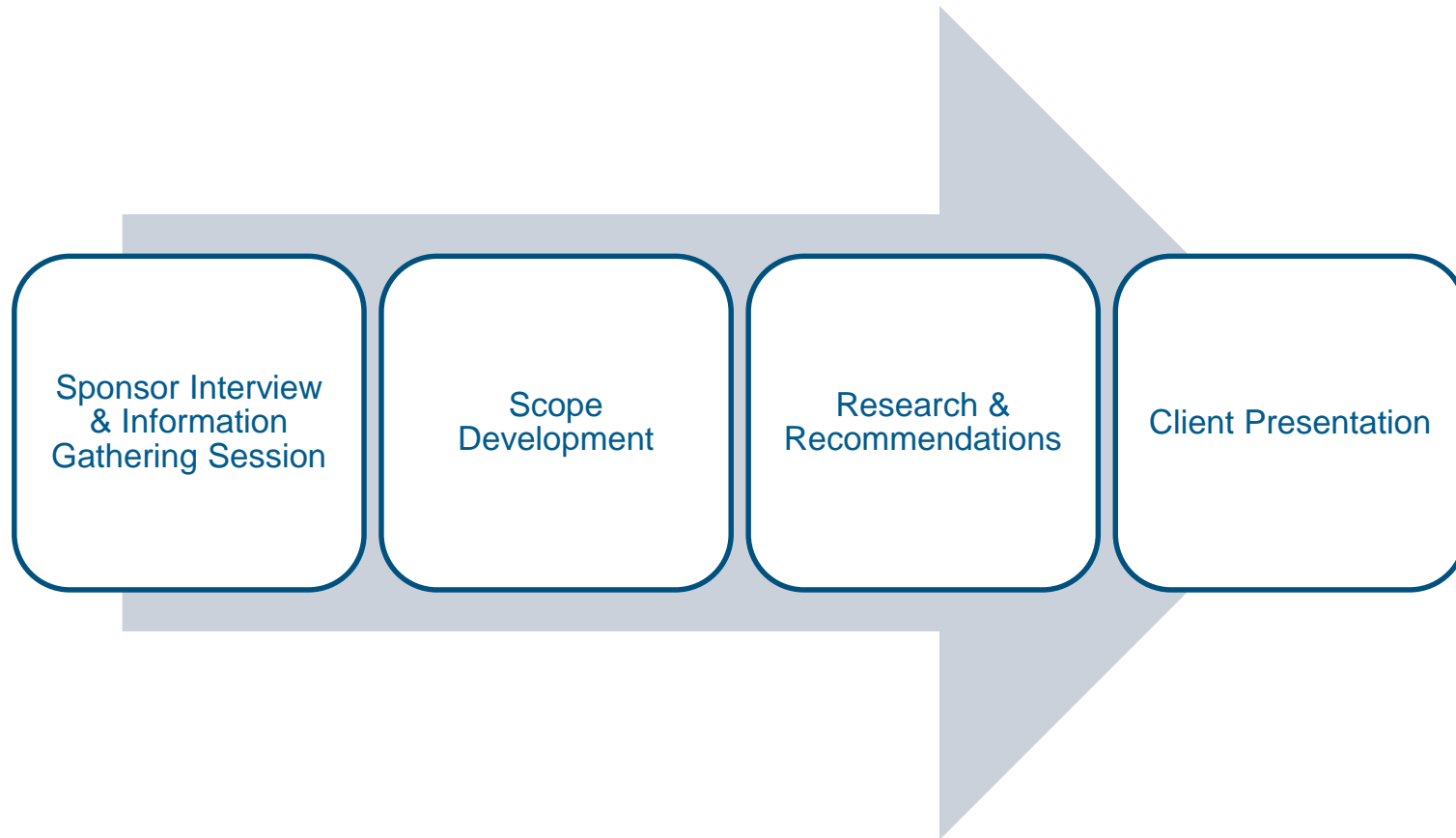
Mission Statement: Established in 1887, the Boston Athletic Association (B.A.A.) is a 501(c)(3) non-profit organization with a mission of promoting a healthy lifestyle through sports, especially running.

Sponsor's Objective: Advance the mission by expanding Community Service Programs

Project Task: Determine whether philanthropic fundraising is a viable option for the B.A.A., and if so, provide recommendations on how the fundraising could be structured



Project Journey: Methodology



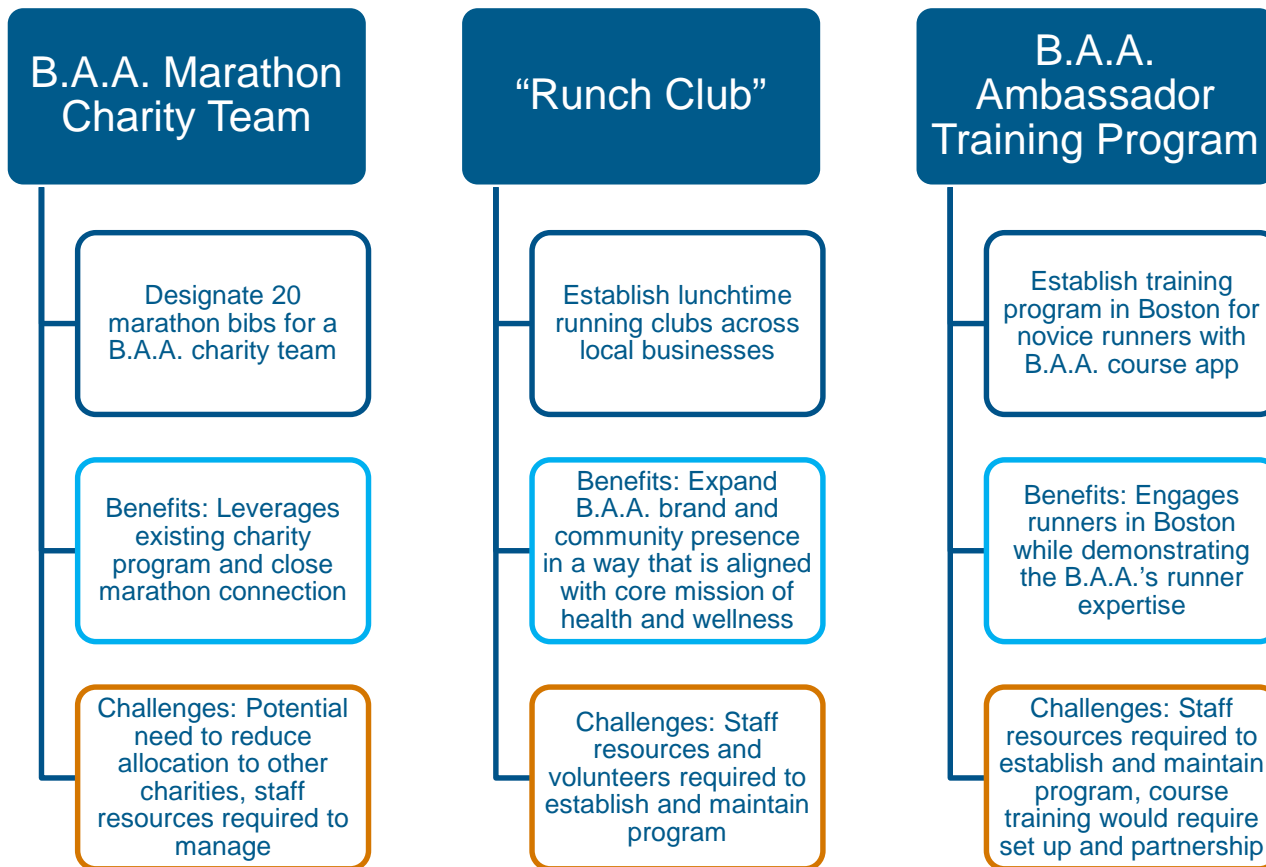
Project Deliverables

Project activities include the following:

- ▶ Research on funding mechanisms of similar organizations
- ▶ Development of strategies to support the vision with funding mechanisms
- ▶ Presentation to sponsor on research and identified strategies
- ▶ Final presentation of deliverables



Project Outcomes & Recommendations



Meeting the Technology Needs of the Non-Profit Sector

Sponsor: Tech Networks of Boston (“TNB”)

Presenter: Leah Leahy, Boston Bruins & TD Garden



Project Team Members:

Carlo Dela Cruz	Federal Reserve Bank of Boston
Blessing Dube	Institute for Community Health
Leah Leahy	Boston Bruins & TD Garden
Raphael Lewis	The Boston Company Asset Management
Angela Rabanal	Santander

Situation/Task

Situation:

Tech Networks believes Boston-area non-profits are struggling to provide value-added data for grant- and fund-making organizations

- ▶ TNB provides Information Technology services to Greater Boston non-profits
- ▶ TNB wants to branch into Data Analytics and B.I. for non-profits to help them
- ▶ Initial ask: Determine feasibility for a Massachusetts Institute of Non-Profit Technology to fill the perceived skills gap
- ▶ Through collaborative discussion, the focus was refined

Task:

Determine market demand for a shared-services data analytics and business intelligence vendor to service Greater Boston's non-profit organizations.

Key Project Actions

- ▶ Interview a select group of TNB clients
- ▶ Interview a select group of grant- and fund-making organizations
- ▶ Develop & disseminate a non-profit survey informed by the interview results
- ▶ Analyze & triangulate results and make recommendations

Results

From Survey.....

- NFPs have inadequate staff to meet technology needs
- Majority NFPs engage in outcomes measurement
- They see need for a person formally trained

■ No ■ Yes

Is there need for a person formally trained in technology and outcomes measurement ? (n=34)



Does non profit engages in outcomes measurement ? (n=36)



Data staff is adequately sized to meet technology needs? (n=36)



Recommendations

#1: Filling the gap!



TNB opportunity to increase client base



87% of the NFPs see the need for a formally trained data professional

#2: Start Close To Home



TNB opportunity to increase client base



More than 70% of the NFPs in the greater Boston Area would consider engaging a Tech expert on a part-time or shared basis.

Developing a Platform for Positive Organizational Story-Telling

Project Sponsor: Italian Home for Children

Project Presenter: Stephanie Maneikis, Boston Red Sox



Project Team Members

Thomas Desrosiers

Tom Lane

Stephanie Maneikis

Scott Melton

Elise Porter

Marissa Varney

Eversource Energy

Mass Eye & Ear

Boston Red Sox

Santander

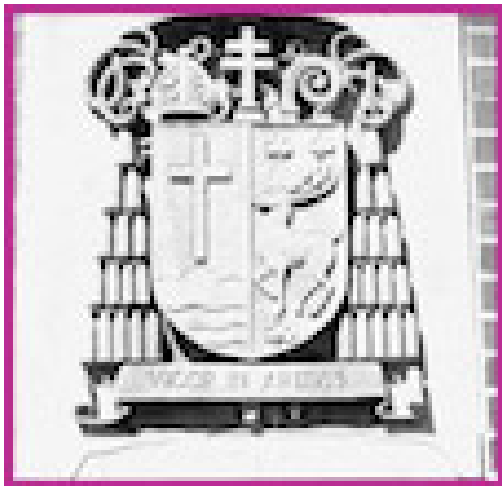
Beth Israel Deaconess & Medical Center

Zipcar

Italian Home for Children (IHC)

► *History of IHC*

- North End roots
- Influenza Epidemic
- Clinical and Educational Services



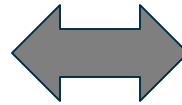
► *Programs and Services*

- Campus-based programs
- Outreach programs
- Outpatient mental health

The Ask versus The Result


VP of Engagement

Preservation of artifacts
Dedicated “museum” space
“Memory lane” for former members



IHC Chief Executive Officer

Focus on mental health issues
Nationwide effort for mental health awareness

- 
- ✓ Archival of Information
 - ✓ Utilize software application support
 - ✓ Written healthcare policies
 - ✓ Individual IHC project support

Project Deliverables and Outcomes

Goal 1: Identify potential partner(s) to support ongoing work

Boston Public Library/Digital Commonwealth: As a member, can have up to 5,000 pieces a year digitized

Goal 2: Provide recommendations on cataloging material

Off-the-shelf Digital Asset Management (DAM) software that digitally stores and archives media information for IHC to consider



Project Deliverables and Outcomes

Goal 3: Assist IHC in drafting policy for recording and storing images of current and future clients

Developed framework of issues for IHC to consider as well a few sample policies and release forms

Goal 4: Identify grants or potential sources of funding to offset the cost of this work

Red Sox Foundation targeted grant secured



Expanding Civic Education

Project Sponsor: Generation Citizen

Project Presenter: Halley Smith, MassBio



Project Team Members:

Adanta Ahanonu
Meredith Barron
Matthew Campion
Eric Moakley
Halley Smith

Year Up
Boathouse Group
Federal Reserve Bank
Brightcove
MassBio

Situation: Who is Generation Citizen?



Mission:

Generation Citizen (GC) works to ensure that **every student in the United States receives an effective action civics education**, which provides them with the knowledge and skills necessary to participate in our democracy as active citizens

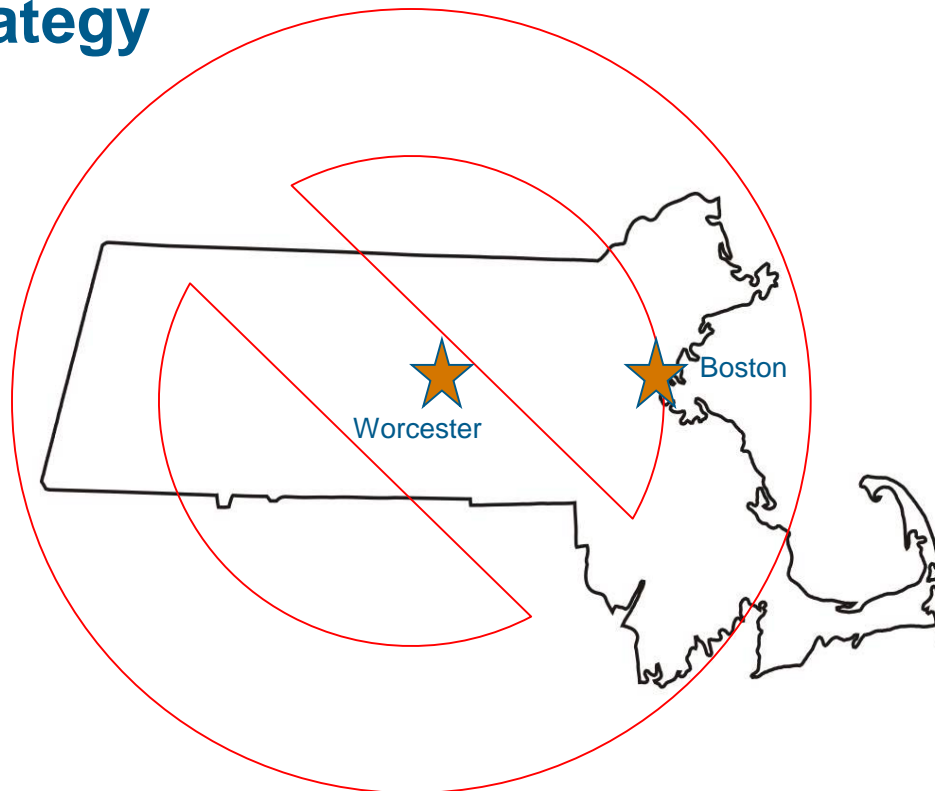
Task: Expand from GC Boston → GC Massachusetts

Team Objectives to Achieve GC Goals:

1. Conduct community need analysis
2. Assess models of scale
3. Research MA civics education policy
4. Gain a deeper understanding of GC by engaging with students

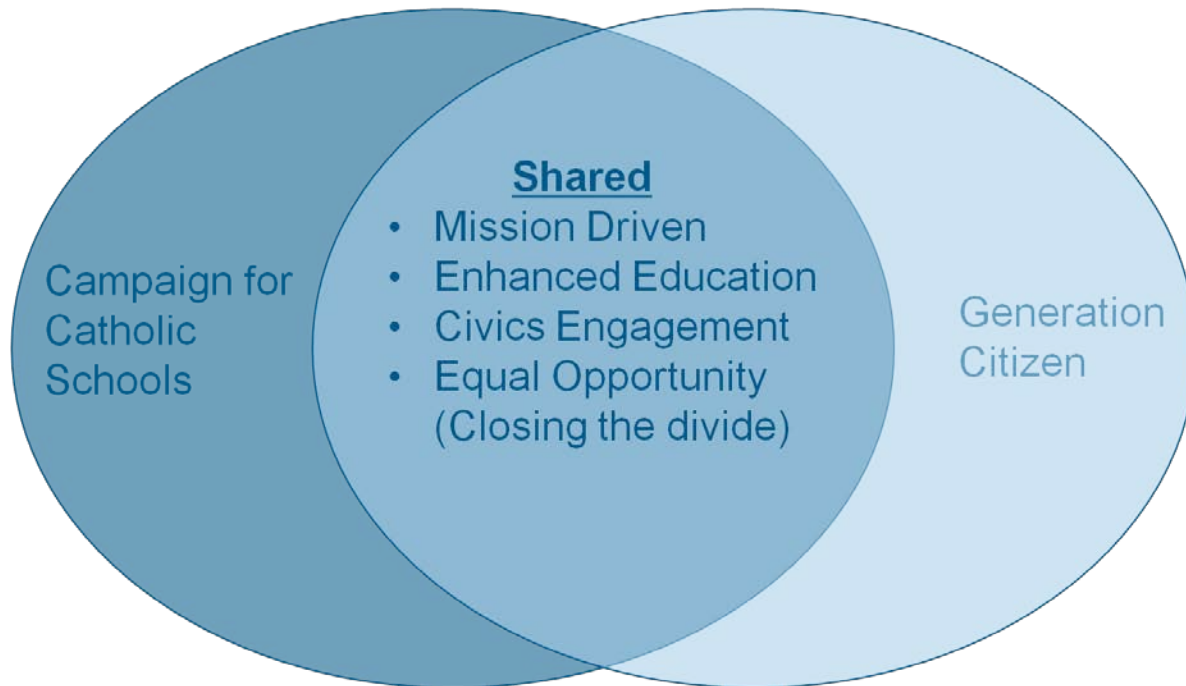
Original Plan: Expand into Worcester

- Became clear it was too large of an undertaking for the length of our program
- Opted to bring forward a more **tangible, attainable growth strategy**



New Plan: Help Generation Citizen Expand into Boston Catholic Schools Network

- Establish a partnership with other mission-focused community based networks
- Create new relationships whose reach extends beyond Boston
- Leverage the passion of others to provide sustaining demand generation
- Break the high-touch tactical model to open scaling opportunities



Conducted Key Stakeholder Interviews to Uncover Opportunities

MESSAGING

- Ensure clear understanding of Generation Citizens program deliverables on their website

“THE NEW AMERICAN”

- Not currently connecting the value civics empowerment to the volume of immigrant students in schools
- Should be a part of the GC pitch
- Up to 26 different language spoken at home

GEOGRAPHIC OPPORTUNITY

- CCS has already expanded to towns like Lawrence and Brockton
- Successful partnership would allow for additional expansion from GC Boston to GC Massachusetts, aligning with GC’s business goals

CUSTOMIZED PILOT

- For CCS:
 - Combination of college-student and teacher-led classes
 - Need more tangible success metric/assessment

Efforts Underway:

Audit of Current Generation Citizen Website Messaging & Future Recommendations

- Overall target audience focus/clarity
- Refinement of mission
- Communication around success metrics/measurement

Facilitate Future Partnership with Campaign for Catholic Schools

- Pilot program in 1-3 middles schools in 2017 (2016 budgets already determined)
- Boston/Lawrence/Brockton

Customized Pilot

- Propose GC create hybrid model that combines a teacher-led course, bringing in college students to lead some segments throughout semester
- Put assessment tests in place
 - Create basic pre and post test to measure students knowledge before and after completion of program
 - Use results to pitch expansion of partnership and program to more schools

*What insights about
Collaborative Leadership
have you gained from
these experiences?*